Údarás Áitiúla Chiarraí

Kerry Local Authorities

Plean Corparáideach

Corporate Plan

2005-2009

The Corporate Plan was adopted by Kerry County Council on 17 January, 2005.

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Foreword by County Manager

Martin Riordan

Kerry Local Authorities provide the planning framework and essential infrastructure and services that shape the social, economic and cultural development of our county.

As a local authority we have developed many strategies and plans across a wide range of areas to fulfill this role.

Our Corporate Plan sets out the organisations aim and objectives for the period 2005-2009. It also sets out what is important to us in how we do business. Its primary focus is on the organisation.

As an organisation we are proud of what we have achieved to date and also the extent of change we have implemented.

Our communities and customers are at the heart of what we do. We strive to work in partnership, be inclusive and to be fair and equitable.

We recognise it is only through the quality, skills and commitment of our staff that we can achieve our objectives.

During the period to 2009 as an organisation we will place greater emphasis on performance, integration of our services and engaging with communities and customers.

We will continue to provide the development framework to ensure Kerry prospers.

Our Corporate Plan will be a developing process which will be reviewed regularly so that it will guide Kerry Local Authorities for the next 5 year period.

County Manager

Kerry Electoral Area

1. Listowel Electoral Area
2. Tralee Electoral Area
3. An Daingean Electoral Area
4. Killarney Electoral Area
5. Killorglin Electoral Area

Members of Kerry County Council

1) **Listowel** Electoral Area

Cllr. Robert Beasley (SF)

Cllr. John Brassil (FF)

Cllr. Tim Buckley (FG)

Cllr. Pat Leahy (LAB)

Cllr. Ned O'Sullivan (FF)

Cllr. Liam Purtill (FG)

Members of Kerry County Council

2) Tralee Electoral Area

Cllr. Toiréasa Ferris (SF)

Cllr. Ted Fitzgerald (FF)

Cllr. Norma Foley (FF)

Cllr. Pat McCarthy (FG)

Cllr. Anne McEllistrim (FF)

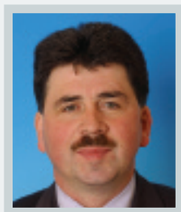
Cllr. Terry O'Brien (LAB)

Cllr. Bobby O'Connell (FG)

3) An Daingean Electoral Area

Cllr. Seamus Fitzgerald (FG)

Cllr. Breandan MacGearailt (FF)


Cllr. Michael O'Shea (FF)

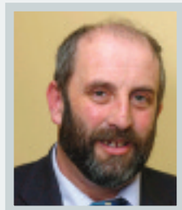
Members of Kerry County Council

4) Killarney Electoral Area

Cllr. Brendan Cronin (IND)

Cllr. Tom Fleming (FF)

Cllr. Michael Gleeson (Sth. Kerry Ind. Alliance)


Cllr. Danny Healy-Rae (IND)

Cllr. Colin Miller (FF)

Cllr. Thomas Sheahan (FG)

5) Killorglin Electoral Area

Cllr. Michael Cahill (FF)

Cllr. Michael Connor-Scarteen (FG)

Cllr. Michael Healy-Rae (IND)

Cllr. John P. O'Connor (FG)

Cllr. Paul O'Donoghue (FF)

Members of Tralee Town Council

Cllr. John Commane, (IND)

Cllr. Ted Fitzgerald, (FF)

Cllr. Cathal Foley, (SF)

Cllr. Norma Foley, (FF)

Cllr. Tommy Foley, (IND)

Cllr. Maisie Houlihan, (SF)

Cllr. Pat Hussey, (FG)

Cllr. Miriam McGillycuddy, (LAB)

Cllr. Kieran Moriarty, (FF)

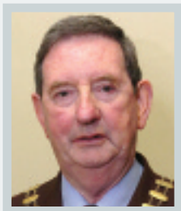
Cllr. Terry O'Brien, (LAB)

Cllr. Karen Tobin, (LAB)

Cllr. Johnnie Wall, (FF)

Members of Killarney Town Council

Cllr. Sheila Casey (FG)


Cllr. Michael Courtney (IND)

Cllr. Tom Doherty (FF)

Cllr. Michael Gleeson (Sth. Kerry Ind. Alliance)

Cllr. Donal Grady (IND)

Cllr. Niall Botty O'Callaghan (IND)

Cllr. Patrick O'Donoghue (FF)

Cllr. Sean O'Grady (LAB)

Cllr. Brian O'Leary (FF)

Members of Listowel Town Council

Cllr. Jacqueline Barrett (FG)

Cllr. Anthony Curtin (SF)

Cllr. Maria Gorman (FF)

Cllr. Pat Loughnane (FF)

Cllr. Tom Walsh (FF)

Cllr. Tim O'Leary (FG)

Cllr. Ned O'Sullivan (FF)

Cllr. Denis Stack (FG)

Cllr. David Toomey (LAB)

Profile of the County

Kerry known as "The Kingdom" is situated in the south west of Ireland and is surrounded on the south and west by the Atlantic Ocean. It is the fifth largest County in Ireland with a geographical spread of 4701 sq km. The population of the County is 132,527. The County contains some of Ireland's most magnificent scenery and attracts 2m visitors to the County each year. The coastal and peninsular nature of the county together with the large influx of visitors impacts on the delivery of service. Kerry County Council is committed to providing a quality service and the necessary infrastructure to meet these demands. It employs 1,307 employees and has seven Area Offices, nine Branch Libraries and ten fire Stations strategically situated throughout the County. Kerry County Council's budget to deliver this service for 2005 is €111m.

Tralee Town Council

Tralee is situated on the River Lee and is the county town of Kerry. It is the main commercial, industrial, shopping and services centre of the county. The population of Tralee and its environs circa 25,000 represents nearly 20% of County Kerry's population. The town is going through an era of major change and the continuous progress, prosperity, development and growth of the Town stems from its solid industrial, commercial, and educational base. Tralee is home to Siamsa Tire, Ireland's National Folk Theatre and has a wide selection of sports facilities, amenities and clubs. It is also the home to Kerry Technology Park which has been developed by Shannon Development to meet the current and future technology and knowledge intensive enterprises, in Tralee and Kerry. Tralee Town Council's budget for 2005 is €17.27m.

Profile of the County

Killarney Town Council

Killarney is Ireland's premier visitor destination and is renowned for its beauty. Its tourism business dates back to 1750 and it has the longest tourist season of any town, with visitors enjoying the scenery and sites for twelve months of the year. It has a population of 13,000. Killarney Town Council employs 68 staff to ensure good quality services are being delivered to the town and its visitors, and to ensure that the proper and planned development of the town is achieved. Killarney Town Council's budget for 2005 is €11.6m.

Listowel Town Council

Listowel situated on the banks of the River Feale in North Kerry is a designated Heritage Town. It has a population of 3,589. Listowel has a rich literary tradition and has produced distinguished playwrights/authors such as John B. Keane, Brendan Kennelly and Bryan MacMahon. This literary tradition is celebrated in the Kerry Cultural and Literary Centre and annually at the Listowel Writers' Week Festival, running continuously since 1971. Listowel Town Council's Budget for 2005 is €3.22m.

Our Aim

Kerry Local Authorities aim as the democratically elected bodies of the County, is to enhance the quality of life of its people and visitors by facilitating economic, social and cultural progress which will be inclusive, integrated and environmentally sustainable.

Core Values

values are what shape and guide how we do our work. They will affect the way that the Local Authorities in Kerry are seen by people who live, work and visit the County, as well as anyone who comes into contact with the local authorities.

The core values underpin and guide all the work of Kerry Local Authorities in its delivery of services to the people of Kerry. They are not about what is desirable but what is essential.

Kerry Local Authorities value **leadership,** in particular providing political leadership to local communities and promoting an appreciation of civic values, cultural diversity and the interests of the common good.

We seek to ensure **social inclusion** by engaging in appropriate and inclusive consultation processes with the public, ensuring equal access, participation and fair outcomes for all. This includes the incorporation of social inclusion objectives which address inequality, poverty and social exclusion in Kerry, in the strategies, plans and policies of the local authorities. We value what people say and will continue to encourage and increase active community participation in the design and delivery of council services and the development of Local Government policies.

Kerry Local Authorities are committed to the **partnership** process internally in the management of organisational change and in service delivery. Externally, the Local Authorities will work in partnership with other agencies, organisations and communities in achieving outcomes on economic, social and cultural objectives. These working relationships will be fostered particularly within the context of our work with Strategic Policy Committees, the County Development Board and the County Community and Voluntary Forum.

We recognise and accept that **fairness and equity** in the provision of services can be achieved by placing the public at the heart of the decision-making process.

We value loyalty, commitment and high performance from all employees. We recognise that the range of diverse skills possessed by each individual is best optimised in the adoption of a **teamwork** approach to the provision of services. We will continually evaluate our performance, and strive towards on-going improvement in the provision of an excellent **quality service** to the public.
Respect, honesty, impartiality and integrity are core values for all employees and elected members of the Kerry Local Authorities. All must respect the position of others, act in the interest of the common good, within the law and thus uphold public confidence in our procedures and services.

The value of good communications should not be underestimated and the development of an effective **communications** system will ensure employees, elected members and the public are provided with relevant and timely information.

Our Operating Environment

The Kerry Local Authorities undertake many roles including giving expression to the right of Local Self Government, providing local services, acting as agents of Central Government and as Local Regulators. The capacity of the Kerry Local Authorities to deliver in each of these areas is influenced by the operating environment, which consists of both internal and external factors. Specifically, constant changes in the economic, social and cultural environments in which we operate will influence to varying degrees the extent to which our strategic objectives will be achieved over the next five years.

Our County and Towns:
A physical and Economic Context

Kerry is the fifth largest county in Ireland and covers an area of 4701 sq km. In topographical and physical terms some unique features of the county include its mountainous nature with 41% of the land area over 152.4 metres above sea level. The coastal and peninsular nature of the County and the presence of two Gaeltacht areas are also distinguishing features which impact on the delivery of services.

The population of the County grew by over 5% in the Census period 1996-2002 and now stands at 132,527 persons. Three main towns dominate the County. Tralee is the largest town with a population of 20,375 persons and is geographically located furthest by both rail and road from Dublin than any other county town or city in the country. Killarney with a population of 13,000 persons is both nationally and internationally renowned as a tourist destination while Listowel, a traditional market town with a strong cultural and literary tradition, has a population of 3,589 persons.

The economic indicators for Kerry reveal that it has the fifth lowest relative disposable income per capita at 85.3% of the State average. Tourism continues to be a major contributor to the local economy with over two million overseas visitors per annum while industrial production is relatively low with 144 local industrial units employing less than 6,000 persons.
These physical and economic characteristics, many of which are exceptional, affect our financial needs and the capacity of the Local Authorities to deliver services.

National and Local Strategies:
A Strategic Context

The strategic objectives in this Corporate Plan and the performance generally of the functions of the Local Authorities must have regard to the Strategies, Policies and Guidelines developed at European, National, Regional and Local levels. It is within the context of these strategies that local policies are developed. These include:

- EU Regulations, Directives and Decisions.
- The National Development Plan 2000-2006
- The National Spatial Strategy 2002-2020
- The National Anti-Poverty Strategy 1997-2007
- Government Departmental Directives and Guidelines
- Regional Planning Guidelines for the South-West Area 2004
- Meitheal Chiarraí: Working Together for our Future 2002-2011
- The Kerry County Development Plan 2003-2009
- Town Development Plans
- Other Local Plans and Strategies including Local Area Plans, the Barcelona Declaration Implementation Plan, Irish Action Plan, Arts andHeritage Plans, etc.

Our Operating Environment

The strategic hierarchy in which we now operate seeks to ensure that Strategies at each level of the hierarchy are generally consistent with each other. This Corporate Plan's strategic objectives must operate within this framework.

Resources

The National Development Plan 2000-2006 provides an overall strategic direction making considerable resources available to the Local Authorities to improve the infrastructure of the County and to provide essential social services. However, the ongoing management and maintenance of the additional facilities will pose a considerable burden in the future as the capacity to generate additional income locally is limited. The financial resources in Local Government continues to be an issue and the Kerry Local Authorities rely on Central Government for over half of all income sources.

The availability of a qualified and skilled workforce is also critical to the ongoing capacity of the Authorities to meet strategic objectives in a changing and fast-moving environment. The four Local Authorities are major employers in the County employing over 1,500 persons. The introduction of a variety of new services within the past ten years in areas such as Culture, Community & Enterprise, and Statutory Regulation and Enforcement, present particular challenges for the recruitment of new staff and the resourcing of existing staff.

The Regulatory Context

There are two aspects to the regulatory environment in which the Kerry Local Authorities operate. Firstly, there is a role of the Local Authority as Regulator which is probably most apparent in the Planning and Development function but is growing and evolving at an intensified rate in the Environmental area. The second aspect is the extent to which the services of the Local Authorities themselves are regulated. Examples include the significant increase in EU Environmental Directives and Regulations, the degree of answerability through the Office of the Ombudsman, the EPA Office of Environmental Enforcement, and the Local Government Audit system.

The Information Society

The information society is a term used to describe a society and an economy that makes the best possible use of new information and communication technologies (ICT's). In an Information Society people will get the full benefits of new technology in all aspects of their lives: at work, at home and at play. Examples include information services such as the internet and e-mail. These new technologies have implications for all aspects of our society and economy, they are changing the way in which we do business. They also ensure greater engagement with citizens, higher productivity in terms of reduced costs, more efficient administrative procedures, delivery of higher quality services and provision of better policy outcomes. This raises important challenges for the Kerry Local Authorities in the delivery of services electronically.

New Structures and a New Culture of Participation

Local Authorities have undergone significant change within the past five years. The development of new structures seeks to enhance the governance role of the Local Authorities. These new structures include the County Development Board, the County Community & Voluntary Forum, the Corporate Policy Group and the Strategic Policy Committees of Kerry

Our Operating Environment

County Council. This participatory structure represents a fundamental shift in how we do our business in that it recognises the right of people to have a say in how services are delivered to them within the policy-formulation framework. In committing to this participatory approach, it is recognised that conflict may arise between the interests of the individual and the wider public interest. Where such conflict arises it is accepted that the interests of the common good must prevail.

The internal and external operating environments will continue to shape and influence the allocation and prioritisation of resources and the strategic directions we take throughout the lifetime of this Corporate Plan.

Strategic Objectives

Having set out our aim and the operating environment, we set out below a series of strategic objectives which we intend to achieve to deliver this aim.

1 Protect and enhance the natural environment and the unique heritage and cultural identity of Kerry,in accordance with the principles of sustainable and balanced development.

2 Provide the development framework and the necessary infrastructure which will facilitate:
   (i) Orderly, sustainable, growth and development patterns throughout the County
   (ii) Balanced regional development
   (iii) Urban, village and rural regeneration
   (iv) Social and Cultural development

3 Enhance and support the leadership role of Kerry Local Authorities by ensuring transparent and open representation that responds to community needs and promotes community development.

4 Incorporate social inclusion objectives into the strategies, plans and policies of Kerry Local Authorities.

5 To be customer focussed and ensure value for money in the provision and delivery of quality integrated services.

6 Encourage the development of all employees to achieve their full potential so as to optimise the use of all resources.

7 Promote and implement E-Government and maximise the use of Information and Communication Technology (ICT) to enhance the delivery and accessibility of our services.

8 Provide resources for training and development and promote safety, health and welfare of all employees.

Internal Capacity and Resources

In this Plan we have identified key core values that underpin and guide our actions. These include teamwork, a high standard of conduct and ethics and a commitment to continued service improvement. Our success in delivering quality services and achieving our strategic objectives is dependent on building on these core values.

Specific Commitments

Kerry Local Authorities employ in excess of 1,500 employees. We are committed over the lifetime of this Plan to allocate the necessary resources to ensure that employees receive the training and development required to deliver our strategic objectives and to ensure the safety, health and welfare of all employees. The allocation of financial resources will also reflect the strategic objectives set out in this Plan.

Training and Development

The planning and resourcing of training and development and the linkage between it and this Plan and the annual Section Operational Plans is crucial to the achievement of our strategic objectives. During the lifetime of the Corporate Plan Kerry Local Authorities will:

- **Aim to achieve the FÁS Excellence through People accreditation.**
  This is the national standard for Human Resources Development in Ireland and is awarded to organisations who demonstrate excellence in training and development practice.
- **Implement the National Performance Management and Development System (PMDS).**
  We are committed to implementing the National PMDS based on clarity of roles and responsibilities and on developing the knowledge, skills and competencies of all employees. This is in accordance with the requirement of "Sustaining Progress Social Partnership Agreement".
- **Continue Local Authorities Policy on "Open Learning".**
  We will continue our programme of financial support for employees engaged in further study and personal and professional development with a greater emphasis on programmes designed and focused to benefit both the needs of the Local Authorities and the individuals.

Financial Resources

The strategic objectives of the Corporate Plan require allocation and prioritisation of financial resources. Kerry Local Authorities have devoted considerable resources to the implementation of a new financial management system. Further development of this system, together with devolved budgetary control will allow Kerry Local Authorities to identify the costs of the provision of individual services in a more transparent way. This will ensure that resources are allocated on a more informed basis and in accordance with the priorities identified in the annual Section Operational Plans.

Internal Capacity and Resources

Kerry Local Authorities will promote a value-for-money culture making it integral to the day-to-day activities of each Council. Allied to this, the Kerry Local Authorities will achieve greater efficiencies by the enhanced use of electronic and alternative payment/receipt options for our customers.

In order to ensure the availability of adequate resources to deliver the strategic objectives of this Plan, Kerry Local Authorities will optimise existing income sources and pursue new income opportunities as they arise.

Implementation and Monitoring

The Initial phase of implementation of the Corporate Plan will be the circulation of the Plan to:

- Each Elected Member and each employee of Kerry County Council.
- Each Elected Member and each employee of Tralee, Killarney and Listowel Town Councils.
- Members of the County Development Board and its sub structures.
- Social Inclusion Measures Work Group.
- Kerry County Community and Voluntary Forum
- Members of the Strategic Policy Committees
- All County and City Councils.
- The Department of the Environment, Heritage and Local Government.

Notice of the publication of the Plan will be published in the local newspapers and the Plan will be accessible on our web-site. (www.kerrycoco.ie)

As the Plan spans a five-year period and has high level objectives, progress will be assessed on an on-going basis over the term of the Plan. The formats for monitoring and reviewing progress will be as follows:-

- An Annual Operational Plan for the Local Authorities will be prepared consisting of supporting strategies, actions and service indicators to be implemented by each Section of the County Council and Town Councils in order to achieve the strategic objectives of the Corporate Plan.

- Annual Operational Plans will be prepared in conjunction with the Annual Budget process and corrective action if required to ensure delivery of the Corporate Plan objectives will be considered in this process.

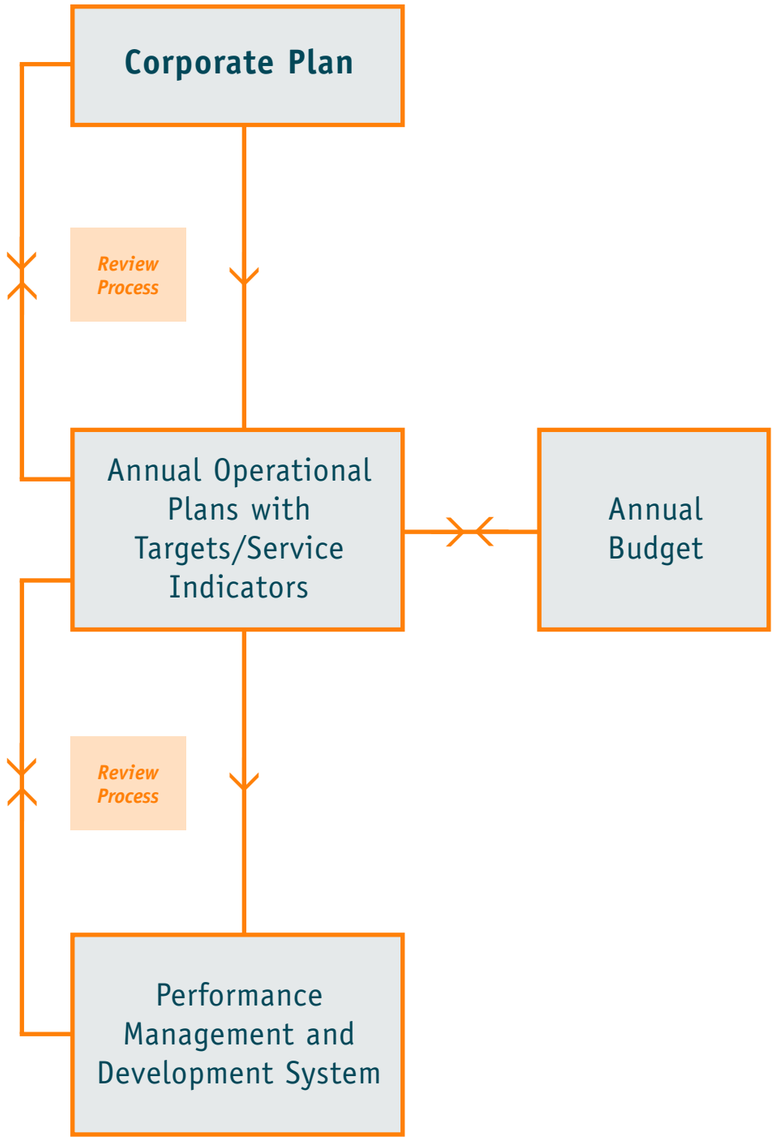
- Nationally and locally agreed Service Indicators and activity levels, will be measured and monitored by each Section to assess progress.

- A Performance Management and Development System for staff will be put in place in conjunction with the Annual Operational Plan.

- Section Management Meetings will monitor progress which will be reviewed by the Senior Management Team on an on-going basis.

- Progress on delivery of the Corporate Plan objectives will be set out in the Annual Progress Report which will form part of the Budget Statement and in the Annual Report.

Kerry Local Authorities Implementation and Monitoring Framework



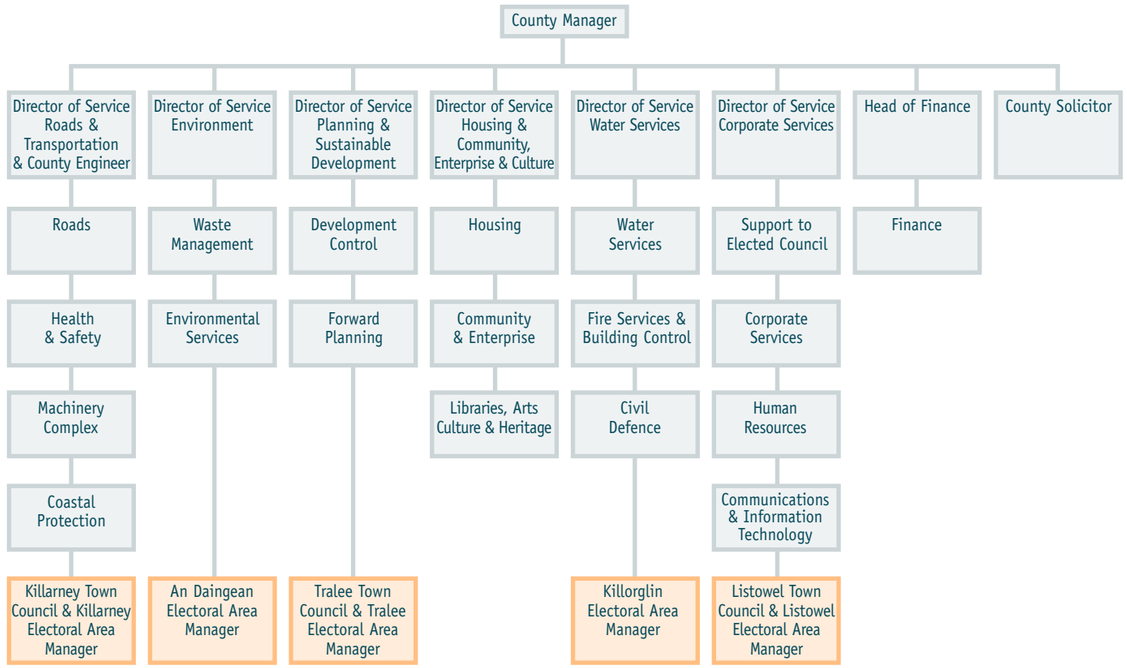
- Prepared within 6 months of election of new Council and presented to Council for adoption.

- Prepared on an annual basis to give effect to strategic objectives.

- Annual progress report presented to Council.

- Section/Team/Individual goals agreed at Section level with each employee to reflect actions in Annual Operational Plan.

Appendix I
Organisational Structure Kerry Local Authorities

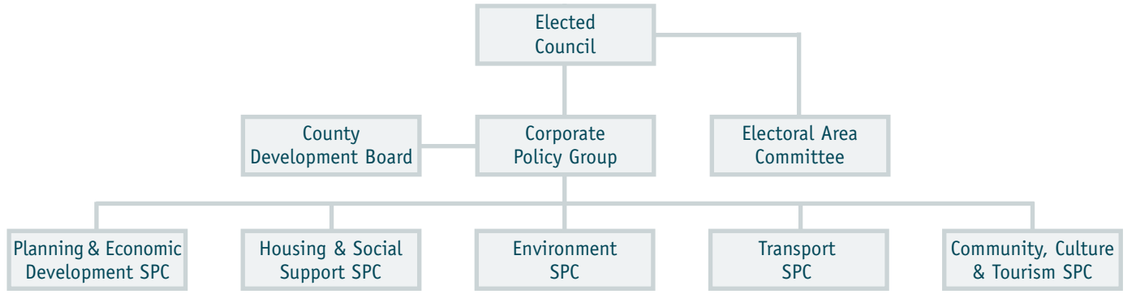


Appendix II Consultation Process

The Department of the Environment, Heritage and Local Government, issued guidelines to Local Authorities in July 2004 on the preparation of the plan. The Guidelines stipulate that the Corporate Plan "should be prepared on a partnership and transparent basis, involving both internal and external stakeholders". In compliance with this requirement the following stakeholders were consulted during the preparation of the Plan:-

- Senior Management Team
- Corporate Policy Group
- Strategic Policy Committees
- Kerry Local Authorities Partnership Committee
- County Development Board
- Community & Voluntary Forum
- Social Inclusion Measures Working Group
- Area Implementation Team (Rapid - Tralee)
- Local Sports Partnership Committee
- Senior Staff/Section Heads
- Other staff (Area Staff and Town Councils)
- Posted on the intranet site (staff were requested to make submissions)
- Elected members of Tralee, Killarney and Listowel Town Councils

Appendix III
Council Structure



CPG - The CPG, like the SPC, is a committee of the Council. The membership includes the Mayor of the County and the five SPC Chairpersons. THE CPG co-ordinates the work of the SPCs and monitors their work programme. It can provide input to the full Council on any matter of general concern to the Council either on its own initiative or following a request from the Council. It plays a key role in preparing the budget and monitors the overall performance of the Local Authority.

SPC - It is the task of the SPCs, as committees of the Council, to advise and assist in the formulation and development of policy. The SPC system is intended to give Elected Members and the relevant sectoral interests, an opportunity for full involvement, in the policy making process from the early stages. The full Council remains the decision making authority and policies from the SPCs are presented to the full Council for adoption.

Appendix IV Membership of Strategic Policy Committees

1) Transport SPC

Councillors

Cllr. Michael O'Shea (Chair)
Cllr. Michael Connor-Scarteen
Cllr. Pat Leahy
Cllr. Ann McEllistrim
Cllr. Ned O'Sullivan
Cllr. Johnny Wall (Tralee Town Council Representative)

Outside Sector Represented

Hilary Scanlan (Community/Voluntary)
Tom Murphy (Trade Union)
Denis O'Carroll (Agri/Farming)

2) Environment SPC

Councillors	Outside Sector Represented
Cllr. John O'Connor (Chair)	Paudie Casey(Comm/Vol)
Cllr. Bobby O'Connell	Pat Everett (Environment/Conservation)
Cllr. Breandan MacGearailt	Donnacha Galvin (Development/Construction)
Cllr. Michael Gleeson	Conor Creedon (Agri/Farming)
Cllr. Tom Fleming	
Cllr. Denis Stack (Listowel Town Council Representative)	

3) Planning and Economic Development SPC

Councillors	Outside Sector Represented
Cllr. Brendan Cronin (Chair)	CatherineMcMullen(Environment/Conservation)
Cllr. John Brassil	Patrick J. Cronin (Trade Union)
Cllr. Michael Healy-Rae	Flor McCarthy (Agri/Farming)
Cllr. Seamus Fitzgerald	
Cllr. Terry O'Brien	
Cllr. Ted Fitzgerald	
Cllr. Brian O'Leary (Killarney Town Council Representative)	

4) Housing and Social Support SPC

Councillors	Outside Sector Represented
Cllr. Danny Healy Rae (Chair)	Karen Gearon (Community/Voluntary)
Cllr. Tim Buckley	Eileen Mayse (Community/Voluntary)
Cllr. Michael Cahill	Cáit O'Coileáin (Community/Voluntary
Cllr. Toiréasa Ferris	Martin Walsh (Development/Construction)
Cllr. Colin Miller	
Cllr. Paul O'Donoghue	
Cllr Karen Tobin (Tralee Town Council Representative)	
Cllr. Tom Walsh (Listowel Town Council Representative)	

5) Community, Culture and Tourism SPC

Councillors	Outside Sector Represented
Cllr. Robert Beasley (Chair)	Mairead Lynch (Community/Voluntary)
Cllr. Liam Purtill	Michelle O'Mahony (Community/Voluntary)
Cllr. Norma Foley	Andrew McCarthy (Trade Union)
Cllr. Thomas Sheahan	
Cllr. Pat McCarthy	
Cllr. Niall O'Callaghan (Killarney Town Council Representative)	

Appendix V
Services Provided by the Four Local Authorities

The four local authorities provide a diverse range of services which focus on the needs of the public and the improvement of the quality of life of its people. A list of the services being provided is set out hereunder:-

Arts Culture & Heritage

- Archaeological Services
- Support for the Arts
- Heritage Services
- Promotion of the use of the Irish Language
- Provision of Library Services

Building Control & Fire Services

- Provision of Fire and Emergency Services for the County
- Fire Safety Inspections for the licensing of premises under the Fire Services Act
- The issuing of Petroleum Licences to retail outlets and storage depots under the Dangerous Substances Act
- Inspection of buildings for compliance with the Building Regulations.

Community & Enterprise

The Community and Enterprise Department supports the County Development Board and the development of policies and initiatives with a social inclusion and enterprise focus for Kerry County Council and other Kerry Local Authorities

Corporate Services

- Provision of support services to the Elected Council and its meetings
- Franchise/Register of Electors
- Higher Education Grants
- Press/Communications
- Health and Safety/Insurance and Risk Control
- Coroners
- Courthouses

Environmental Services

- Provision, maintenance and operation of Waste facilities
- Provision, maintenance and operation of Recycling Facilities
- Operation of Refuse Collection Service
- Waste Regulation and Enforcement
- Pollution Control
- Energy Issues
- Environmental Awareness and Education
- Coastal Zone Management
- Veterinary Services

Finance Department

- Development and maintenance of systems and procedures for budgetary control, management information and general cost effectiveness
- Control and supervision of all statutory and financial accounting, investments and borrowing, the management of the long and short term finances and the securing of the

income and control of all expenditure of the Council
- Establishment and maintenance of satisfactory checking and internal audit systems

Housing & Social Support

- Provision of Local Authority Housing.
- Housing Loans, Grants, Shared Ownership
- Housing and Voluntary services
- Housing Maintenance
- Traveller Accommodation
- Homeless Services
- Derelict Sites

Human Resources Department

- Recruitment & Selection
- Personnel Administration
- Industrial Relations
- Policy Development/Implementation
- Staff Training and Development
- Staff Welfare

Machinery Yard & Stores

- Acquisition and maintenance of the Council's fleet
- Arranging the hire of vehicles and plant as required
- Stock Control

Motor Taxation Department

- Issue of Vehicle Licences
- Issue of Driver Licences

Planning Department

- Planning Development and Control
- Forward Planning
- Planning Enforcement

Revenue Department

- Water and Sewerage charge/collection
- Rates collection
- Refuse Accounts and Waiver Accounts

Roads & Transportation

- The Planning, design and implementation of improvements works to the National Primary and National Secondary Road Network in Kerry
- Maintenance and improvement of County Road Network
- Public Lighting
- Piers & Harbour Works
- Coastal Protection Works
- Casual Trading
- Urban & Village Renewal Schemes

Water Services

- The development, operation and maintenance of Public Water Supply Schemes
- The development, operation and maintenance of Public Waste Water Schemes
- The administration of the Rural Water Programme
- The development, management and maintenance of Burial Grounds
- The provision, operation and maintenance of Public Conveniences

Údarás Áitiúla Chiarraí

Plean Corparáideach
2005-2009

Ghlac Comhairle Contae Chiarraí leis an bplean seo ar 17 Eanáir 2005.

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Réamhrá ag an mBainisteoir Chontae

Máirtín Ó Riordáin

Cuireann Údaráis Áitiúla Chiarraí creatlach pleanála, infrastruchtúr bunriachtanach agus seirbhísí ar fáil a chuireann cruth ar fhorbairt shóisialta, eacnamaíochta agus chultúrtha ár gcontae.

Chun an ról seo a chomhlíonadh mar údarás áitiúil, tá a lán straitéisí agus pleananna forbartha againn a chlúdaíonn réimsí leathan. Leagtar síos inár bPlean Corparáideach aidhmeanna agus cuspóirí don tréimhse 2005-2009. Chomh maith leis sin, leagann sé síos na prionsabail atá tábhachtach dúinn agus sinn i mbun cúrsaí gnó. Is ar an eagraíocht atá a phríomh-fhócas.

Mar eagraíocht táimid mórtasach as an méid atá bainte amach againn go dtí seo agus as líon na n-athruithe atá curtha i gcrích againn chomh maith.
Tá ár bpobail agus ár gcustaiméirí ag croílár an méid a dhéanaimid. Déanaimíd ár ndícheall oibriú i gcomhpháirtíocht leo, a bheith uileghabhálach agus a bheith cothrom agus cóir.

Tuigimid gur de bharr cháilíocht, scileanna agus dílseacht ár bhfoireann gur féidir linn ár spriocanna a bhaint amach.

Cuirfimíd, mar eagraíocht, béim níos mó ar ghníomhaíocht, ar chomhcheangal idir ár gcuid seirbhísí agus beimíd gafa le pobail agus le custaiméirí i rith an tréimhse seo go 2009.

Leanfaimid orainn ag cur creatlach forbartha ar fáil chun a chinntiú go mbeidh gach rath ar Chiarraí.

Beidh ár bPlean Corparáideach mar phroiséas forbartha a ndéanfar léarmheas air go rialta ionas go dtabharfaidh sé treoir d'Údaráis Áitiúla Chiarraí don chéad 5 bliana eile.

Bainisteoir an Chontae

Toghcheantar Contae Chiarraí

1. Toghcheantar Áitiúil Lios Tuathail
2. Toghcheantar Áitiúil Thrá Lí
3. Toghcheantar Áitiúil An Daingin
4. Toghcheantar Áitiúil Chill Airne
5. Toghcheantar Áitiúil Chill Orglan

Baill Tofa Chomhairle Chontae Chiarraí

1) **Toghcheantar** Áitiúil Lios Tuathail

Cllr. Robert Beasley (SF)

Cllr. John Brassil (FF)

Cllr. Tim Buckley (FG)

Cllr. Pat Leahy (LAB)

Cllr. Ned O'Sullivan (FF)

Cllr. Liam Purtill (FG)

Baill Tofa Chomhairle Chontae Chiarraí

2) **Toghcheantar** Áitiúil Thrá Lí

Cllr. Toiréasa Ferris (SF)

Cllr. Ted Fitzgerald (FF)

Cllr. Norma Foley (FF)

Cllr. Pat McCarthy (FG)

Cllr. Anne McEllistrim (FF)

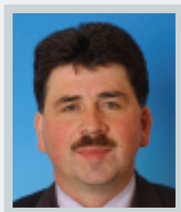
Cllr. Terry O'Brien (LAB)

Cllr. Bobby O'Connell (FG)

3) **Toghcheantar** Áitiúil an Daingin

Cllr. Seamus Fitzgerald (FG)

Cllr. Breandan MacGearailt (FF)


Cllr. Michael O'Shea (FF)

Baill Tofa Chomhairle Chontae Chiarraí

4) **Toghcheantar** Áitiúil Chill Airne

Cllr. Brendan Cronin (IND)

Cllr. Tom Fleming (FF)

Cllr. Michael Gleeson (Sth. Kerry Ind. Alliance)

Cllr. Danny Healy-Rae (IND)

Cllr. Colin Miller (FF)

Cllr. Thomas Sheahan (FG)

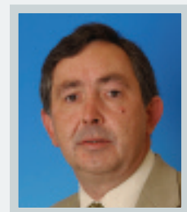
5) **Toghcheantar** Áitiúil Chill Orglain

Cllr. Michael Cahill (FF)

Cllr. Michael Connor-Scarteen (FG)

Cllr. Michael Healy-Rae (IND)

Cllr. John P. O'Connor (FG)


Cllr. Paul O'Donoghue (FF)

Comhairle Baile Thrá Lí

Cllr. John Commane, (IND)

Cllr. Ted Fitzgerald, (FF)

Cllr. Cathal Foley, (SF)

Cllr. Norma Foley, (FF)

Cllr. Tommy Foley, (IND)

Cllr. Maisie Houlihan, (SF)

Cllr. Pat Hussey, (FG)

Cllr. Miriam McGillycuddy, (LAB)

Cllr. Kieran Moriarty, (FF)

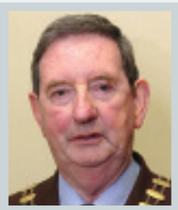
Cllr. Terry O'Brien, (LAB)

Cllr. Karen Tobin, (LAB)

Cllr. Johnnie Wall, (FF)

Comhairle Baile Chill Airne

Cllr. Sheila Casey (FG)


Cllr. Michael Courtney (IND)

Cllr. Tom Doherty (FF)

Cllr. Michael Gleeson (Sth. Kerry Ind. Alliance)

Cllr. Donal Grady (IND)

Cllr. Niall Botty O'Callaghan (IND)

Cllr. Patrick O'Donoghue (FF)

Cllr. Sean O'Grady (LAB)

Cllr. Brian O'Leary (FF)

Comhairle Baile Lios Tuathail

Cllr. Jacqueline Barrett (FG)

Cllr. Anthony Curtin (SF)

Cllr. Maria Gorman (FF)

Cllr. Pat Loughnane (FF)

Cllr. Tom Walsh (FF)

Cllr. Tim O'Leary (FG)

Cllr. Ned O'Sullivan (FF)

Cllr. Denis Stack (FG)

Cllr. David Toomey (LAB)

Próifíl den Chontae

Tá Ciarraí ar a dtugtar 'An Ríocht' suite in oir-dheisceart na hÉireann, timpeallaithe sa deisceart agus san iarthar ag an Aigéan Atlantach. Tá sé ar an gcúigiú contae is mó in Éirinn le 4701 km c de leithead thíreolaíoch. Tá daonra de 132,527 ag an gcontae. Tá cuid den radharcra is fearr in Éirinn sa Chontae, a mhealann 2m cuairteoir gach bliain. Tá tionchar ar sholáthar seirbhíse ag cruth nadúrtha, cósta agus leithinise, mar aon leis an líon mór turasóirí a thagann chun an chontae. Tá Comhairle Contae Chiarraí tiomanta caighdeán ard seirbhíse agus an infrastruchtúr atá riachtanach a sholáthar, chun bualadh leis na héilimh seo. Tá 1,307 fostaithe ag Comhairle Contae Chiarraí, le seacht nOifig Ceantair, naoi mBrainse Leabharlainne agus deich stáisiún dóiteáin, suite go straitéiseach ar fud an Chontae. Chun an tseirbhís seo a sholáthar tá buiséad de €111m ag an gComhairle do 2005.

Comhairle Baile Thrá Lí

Tá Trá Lí suite ar Abhainn na Laoi agus is é baile an chontae i gCiarraí é. Is é an príomh ionad gnó, tionsclaíoch, siopadóireachta agus seirbhísí don gcontae é. Tá daonra de tuairim is 25,000 ag Trá Lí agus a cheantar máguaird. Tá mórán athraithe ag tarlú sa cheantar agus tagann an dul chun cinn agus forbairt ón mbunchloch láidir tionsclaíoch, gnó agus oideachais. Tá Siamsa Tíre, Amharclann Tíre Náisiúnta na hÉireann lonnaithe i dTrá Lí, agus tá raon leathan áiseann spóirt agus cumainn sa bhaile. Tá Páirt Theicneolaíochta Chiarraí lonnaithe i dTrá Lí leis atá forbartha ag Forbairt na Sionna, chun freastal ar dhian-fhiontair teicnoelaíochta agus eolais anois agus sa todhchaí, i dTrá Lí agus i gCiarraí. Is é buiséad na bliana 2005 do Chomhairle Baile Lios Tuathail ná €17.27m.

Próifíl den Chontae

Comhairle Baile Chill Airne

Is é Cill Airne príomhcheann scríbe thurasóirí na hÉireann agus cáil na háilleachta ar. Téann gnó na turasóireachta siar chomh fada le 1750 agus tá an séasúr is faide turasóireachta aige d'aon bhaile, agus turasóirí ag baint taitnimh as na radharcanna agus suíomhanna, ó cheann ceann na bliana. Tá daonra de 13,000 i gCill Airne. Tá 68 duine fostaithe ag Comhairle Baile Chill Airne, lena chinntiú go bhfuiltear ag soláthar seirbhísí d'ard chaighdeán do chustaiméirí an bhaile agus a chuairteoirí, agus chun a chinntiú go sroichtear an fás cóir agus ceart atá tuartha don mbaile. Is é buiséad na bliana 2005 do Chomhairle Baile Lios Tuathail ná €11.6m.

Comhairle Baile Lios Tuathail

Tá Lios Tuathail suite ar Abhainn na Féile i dTuaisceart Chiarraí. Tá sé ainmnithe ina Bhaile Oidhreachta. Tá daonra de 3,589 ag an mbaile. Tá traidisiún shaibhir litríochta ag an mbaile, agus é taréis scríbhneoirí/údair iomráiteacha mar John B. Keane, Brendan Kennelly agus Bryan MacMahon a chur chun cinn. Déantar an traidisiún litríochta seo a cheiliúradh in Ionad Cultúir agus Litríochta Chiarraí agus go bliantúil ag Féile Sheachtain Scríbhneoirí Lios Tuathail, atá ar bun ó 1971. Is é buiséad na bliana 2005 do Chomhairle Baile Lios Tuathail ná €3.22m.

Ár nAidhm

Tá sé mar aidhm ag Údaráis Áitiúla Chiarraí, mar bhaill tofa go daonlathach ag an gContae, caighdeán maireachtála a phobail agus a gcuid cuairteoirí a fheabhsú trí éascaíocht a dhéanamh ar dhul chun cinn eacnamaíochta, sóisialta agus cultúrtha a bheidh uileghabhálach, comhtháite agus inbhuanaithe don chomhshaol.

Bunluachanna

Is iad luachanna a mhúnlaíonn agus a threoraíonn sinn chun ár gcuid oibre a dhéanamh. Beidh tionchar acu ar dhearcadh na ndaoine a mhaireann sa Chontae, a oibríonn ann agus a thugann cuairt air i leith Údaráis Áitiúla i gCiarraí, agus ar dhearcadh na ndaoine go mbíonn teagmháil acu le Údaráis Áitiúla chomh maith.

Tugann na bunluachanna tacaíocht agus treoir don obair ar fad a dhéanann Údaráis Áitiúla Chiarraí agus iad ag cur a gcuid seirbhísí ar fáil do mhuintir Chiarraí. Ní ar dhúilmhireacht atá siad bunaithe ach ar riachtanacht.

Is mór le Comhairle Contae Chiarraí **ceannaireacht**, go speisialta ag soláthar ceannaireachta pholaitiúil do phobail áitiúla agus ag cur léirthuiscint ar luachanna saoránaigh, ilchineálacht chultúrtha agus an mhaitheas phoiblí chun cinn.

Triallaimid **cuimsiú sóisialta** a chinntiú trí dul i mbun próiséise chomhairligh chuí agus chuimsitheach leis an bpobal agus trí chothroime rochtana, rannpháirtíochta agus torthaí córa a chinntiú do gach éinne. San áireamh anseo na haidhmeanna chuimsiú sóisialta a théann i ngleic le héagothromaíocht, bochtanas agus eisiamh sóisialta i gCiarraí a chomhshnaidhmeadh i straitéisí, pleananna agus polasaithe na nÚdarás Áitiúil. Is mór dúinn tuairimí an phobail agus leanfaimid le rannpháirteachas gníomhach an phobail a spreagadh agus a mhéadú i ndearadh agus i soláthar seirbhísí na comhairle agus i bhforbairt pholasaithe an Rialtais Áitiúil.

Tá Údaráis Áitiúla Chiarraí dlúth-thugtha **do phróiseas na comhpháirtíochta** go hinmheánach i mbainistiú athruithe eagraíochtúla agus i seirbhísí a sholáthar. Go seachtrach, oibreoidh Údaráis Áitiúla i gcomhpháirtíocht le húdaráis eile, eagraíochtaí eile agus pobail eile chun spriocanna ina gcuid n-aidhmeanna eacnamaíochta, sóisialta agus cultúrtha a bhaint amach. Cothófar na caidrimh oibre seo, go háirithe taobh istigh de chomhthéacs ár gcuid oibre leis an mBord Forbartha Contae, na Coistí um Beartais Straitéiseacha agus an Fóram Pobail Chontae agus Deónach.

Aithnímid agus glacaimid leis gur féidir **ceart agus cothromaíocht** i soláthar seirbhísí a bhaint amach tríd an bpobal a chur i gceartlár an phróisis déanta cinnidh.

Is mór linn dílseacht, tairise agus ardghníomhaíocht ónár gcuid fostaithe ar fad. Aithnímid gur féidir barrfheabhas a chur ar réimse scileanna éagsúla gach éinne trí ghlacadh le **cur chuige an chomhair** maidir le seirbhísí a sholáthar. Déanfaimid measúnú rialta ar ár modh feidhmiúcháin agus féachfaimid chuige go ndéanfar dul chun cinn leanúnach le **caighdeán seirbhíse** den scoth a sholáthar don phobal.

Is bunluachanna iad **meas, macántacht, neamhchlaontacht, ionrachas** do na fostaithe ar fad agus do bhaill tofa Údarás Áitiúil Chiarraí. Caithfidh meas a bheith ag gach éinne ar a chéile, feidhmiú ar son an mhaithis phoiblí, taobh istigh den dlí agus sa tslí sin tacú le muinín an phobail a chothú i leith ár gcuid nósanna agus ár gcuid seirbhísí.

Ní cheart luach chumarsáidí maithe a mheas ró-ghearr agus le forbairt **ar chóras éifeachtach cumarsáide** déanfar deimhin de go soláthrófar eolas ábhartha agus tráthúil d'fhostaithe, do bhaill tofa agus don phobal.

Ár dTimpeallacht oibriúcháin

Tá an-chuid rólanna mar chúram ar Údaráis Áitiúla Chiarraí ar nós ceart an Fhéinrialtais Áitiúil a nochtadh, seirbhísí áitiúla a sholáthar, a bheith mar ghníomhairí don Rialtas Lárnach agus mar Rialtóirí Áitiúla. Imríonn an timpeallacht oibriúcháin, ina n-áirítear tosca inmheánacha agus seachtracha tionchar ar chumas soláthair Údarás Áitiúil Chiarraí i ngach ceann de na réimsí seo. Go háirithe, beidh tionchar go pointí áirithe ag buan-athruithe ins na timpeallachtaí eacnamaíochta, sóisialta agus chultúrtha ina n-oibrímid ar an tslí a bhaintear amach ár gcuid aidhmeanna straitéiseacha ins an chéad cúig bliana eile atá romhainn.

Ár gContae agus Bailte: Comhthéacs Fisiciúil agus Eacnamúil

Is é Ciarraí an cúigiú contae is mó in Éirinn agus clúdaíonn sé réimse de 4701 km c. I dtéarmaí dinnseanchasúla agus fisiciúla, i measc roinnt de ghnéithe sainiúla na tuaithe áirítear a nádúr sléibhteach le 41% den achar talún breis agus 152 méadar os cionn leibhéal na farraige. Tá nádúr an chósta agus na leithinse sa Chontae, go bhfuil dhá limistéar Ghaeltachta ann, ina ngnéithe suntasacha, chomh maith, a bhfuil tionchar acu ar mhodh soláthraithe seirbhísí.

Mhéadaigh timpeall líon na ndaoine sa Chontae os cionn 5% sa tréimhse daonáirimh 1996 – 2002 agus anois seasann sé ag 132,527 duine. Tá trí phríomhbhaile sa Chontae. Is é Trá Lí an baile is mó acu le daonra de timpeall 20,375 duine agus tá sé lonnaithe ó thaobh cúrsaí traenach agus bóthair de níos faide ó Bhaile Átha Cliath ná aon bhaile Chontae nó cathair sa tír. Tá cáil náisiúnta agus idirnáisiúnta ar Chill Airne le daonra de 13,000 duine mar cheann scríbe turasóireachta agus is baile margaidh traidisiúnta é Lios Tuathail le traidisiún láidir cultúrtha agus liteartha agus tá daonra de 3,589 duine ann.

Léiríonn na táscairí eacnamaíochta do Chiarraí go bhfuil an cúigiú ioncam inchaite coibhneasta is ísle per capita ag 85.3% de mheán an Stáit. Leanann an turasóireacht mar mhór-rannpháirtí san eacnamaíocht áitiúil le os cionn dhá mhilliún cuairteoir ó thar lear sa bhliain agus tá táirgeadh tionsclaíoch réasúnta íseal le 144 aonad áitiúil tionsclaíochta ag fostú níos lú ná 6,000 duine.

Tá baint ag na tréithe fisiciúla agus eacnamúla seo go bhfuil cuid mhaith acu eisceachtúil, lenár riachtanais airgeadais agus le cumas na nÚdarás Áitiúla chun na seirbhísí a sholáthar.

Straitéisí Náisiúnta agus Áitiúla: Comhthéacs Straitéiseach

Caithfidh na haidhmeanna straitéiseacha sa Phlean Corporáideach seo, agus gníomhú ginearálta fheidhmeanna na nÚdaráis Áitiúla, a bheith umhal do na Straitéisí, na Polasaithe agus na Treoirlínte atá forbartha ag leibhéil Eorpacha, Náisiúnta, Réigiúnacha agus Áitiúla. Is i gcomhthéacs na straiséisí seo a déantar forbairt ar na polasaithe áitiúla. Áirítear leo seo:

- Rialacha, Treoracha agus Cinntí an AE
- An Plean Forbartha Náisiúnta 2000 – 2006
- An Straitéis Náisiúnta Spásúlachta 2002 – 2020
- An Straiséis Náisiúnta in aghaidh na Bochtaineachta 1997 – 2007
- Treoracha agus Treoirlínte na Roinne Rialtais
- Treoirlínte Pleanála Réigiúnacha don Limistéar Thiar–Theas
- Meitheal Chiarraí: Ag Obair Le Chéile Dár dTodhchaí
- Plean Forbartha Chontae Chiarraí 2003 – 2009
- Pleananna Forbartha Bailte
- Pleananna Áitiúla agus Straitéisí eile san áireamh Pleananna don Cheantar Áitiúil, An Plean chun Fógra Bharcelona a Chur i bhFeidhm, Plean Éireannach Gníomhaíochta, Plean Éalaíon agus Oidhreachta agus rl

Trialann an Cliarlathas Straitéiseach ina n-oibrímid anois a chinntiú go mbíonn na Straitéisí ag gach leibhéal den chliarlathas comhsheasmhach lena chéile. Caithfidh na haidhmeanna straitéiseacha den Phlean Corporáideach seo feidhmiú taobh istigh den chreatlach seo.

Acmhainní

Soláthraíonn An Plean Forbartha Náisiúnta 2000–2006 treoir straitéiseach foriomlán a chuireann acmhainní suimiúla ar fáil d'Údaráis Áitiúla chun feabhas a chur ar bhonneagar an Chontae agus chun seirbhísí sóisialta riachtanacha a sholáthar. Cruthóidh bainistíocht leanúnach agus cothabháil na saoráidí breise seo, fadhb nach beag áfach sa todhchaí mar tá cumas déanta airgid bhreise sa cheantar teoranta. Leanann acmhainní airgeadais Rialtas Áitiúil Chiarraí le bheith mar chnámh spairne agus braitheann Údaráis Áitiúla Chiarraí ar an Rialtas Lárnach chun os cionn leath de na foinsí ioncaim ar fad a sholáthar.

Tá infhaighteacht líon lucht oibre cáilithe agus oilte fíor-thábhachtach chomh maith do chumas leanúnach na nÚdarás chun cuspóirí straitéiseacha a chomhlíonadh i dtimpeallacht atá ag athrú agus ag gluaiseacht ar aghaidh go mear. Is mórfhostóirí sa Chontae iad na ceithre Údarás Áitiúla agus iad ag fostú os cionn 1,500 duine. Cruthaíonn an t-éagsúlacht seirbhísí nua a tugadh isteach i réimsí mar Chultúr, Pobal agus Fiontar agus Rialachán Reachtúil agus Feidhmiúchán sna deich mbliana atá imithe dúshláin áirithe do sholáthrú fóirne nua agus chun acmhainní a chur ar fáil don fhoireann atá ann faoi láthair.

An Comhthéacs Rialaithe

Tá dhá ghné leis an timpeallacht rialaithe ina noibraíonn Údaráis Áitiúla Chiarraí. Ar dtús, tá ról an Údaráis Áitiúil mar Rialtóir atá níos suntasaí is dócha sa bhFeidhm Phleanála agus Fhorbartha ach atá ag fás is ag teacht chun cinn go mór sa limistéar Comhshaoil. Sé an dara gné ná a mhéid is a riailítear seirbhísí na nÚdarás Áitiúil féin. San áireamh mar shampla tá an méadú suntasach ar Threoracha Timpeallachta agus Rialacháin ón AE, méid na freagrachta trí Oifig Chosantóir an Phobail, Oifig na Gníomhaireachta um Chaomhnú Comhshaoil do Fhorfheidhmiúchán Timpeallachta, agus an córas Iniúchadh Rialtais Áitiúil.

Sochaí an Eolais

Is téarma é Sochaí an Eolais a úsáidtear chun cur síos a dhéanamh ar shochaí agus ar eacnamaíocht a bhaineann an úsáid is fearr as an eolas nua agus teicneolaíochtaí cumarsáide (ICT's). I Sochaí an Eolais bainfidh daoine an tairbhe is fearr as teicneolaíocht nua i ngach réimse dá saol: ag obair, sa bhaile agus ag spraoi. San áireamh mar samplaí tá seirbhísí eolais mar an idirlíon agus ríomh-phost. Tá impleachtaí ag na teicneolaíochtaí nua ar gach gné dár sochaí agus dár eacnamaíocht, tá siad ag athrú an slí a dhéanaimid ár gcuid gnó. Cinntíonn siad chomh maith caidreamh níos fearr le saoránaigh, táirgiúlacht níos mó ó thaobh chostais laghdaithe de, nósanna imeachta riaracháin níos éifeachtaí, seachadadh sheirbhísí de chaighdeán níos airde agus soláthar thorthaí pholasaithe níos fearr. Ardaíonn sé seo dúshláin tábhachtacha d'Údaráis Áitiúla Chiarraí agus iad ag soláthrú seirbhísí leictreonacha.

Ár dTimpeallacht oibriúcháin

Ár dTimpeallacht oibriúcháin

Struchtúir Nua agus Cultúr Nua Rannpháirtíochta

Tá athrú suntasach tar éis teacht ar an Údarás Áitiúil le cúig bliana anuas. Cuirtear faoi fhorbairt na struchtúr nua seo méadú a dhéanamh ar ról rialachais na nÚdarás Áitiúil. San áireamh ins na struchtúir nua seo tá An Bord Forbartha Contae, An Fóram Pobail agus Deonach, An Grúpa um Pholasaí Chorparáidigh agus Coistí um Pholasaí Straitéisigh Chomhairle Contae Chiarraí. Seasann an struchtúr rannpháirtíochta seo d'athrú bunúsach sa tslí ina ndéanaimid ár gcuid oibre mar go n-aithníonn sé ceart an phobail chun inchur a bheith acu sa mhodh ina sholáthraítear seirbhísí dóibh taobh istigh den chreatlach pholasaí a fhoirmliú. De bharr an cur chuige rannpháirtíochta a ghlacamar chugainn féin, aithnítear go bhféadfadh coimhlint teacht idir leas an duine aonair agus an phobail i gcoitinne. Glactar leis, áit a tharlaíonn a leithéid d'easaontas, go gcaithfidh leas na maitheasa poiblí an ceann is fearr a fháil.

Leanfaidh na timpeallachtaí oibriúcháin inmheánaigh agus seachtraigh ag cur crutha agus tionchair ar leithdháileadh agus ar bheartú tosaíochta na n-acmhainní agus ar na treoracha straitéiseacha a thógaimid le linn an Phlean Chorparáidigh seo.

Cuspóirí Straitéiseacha

Lenár n-aidhm agus an timpeallacht oibriúcháin leagtha amach againn, leagtar amach anseo thíos sraith de chuspóirí straitéiseacha atá sé i gceist againn a bhaint amach chun freastal ar an aidhm seo.

1. An timpeallacht nádúrtha agus an oidhreacht speisialta agus aitheantacht chultúrtha i gCiarraí a chaomhnú agus a fheabhsú, de réir prionsabail na forbartha inbhuanaithe agus chothram.

2. An frámaíocht fhorbartha agus an bonneagar is cuí a chur ar fáil a dhéanfaidh éascú ar:-
   - (i) Pátrúin fáis eagraithe, inbhuanaithe agus forbartha ar fud an Chontae
   - (ii) Forbairt réigiúnda chothram
   - (iii) Athbheochan uirbeach, bhaile agus thuaithe
   - (iv) Forbairt Shóisialta agus Chultúrtha

3. Cur leis an ról ceannaireachta atá ag Údaráis Áitiúla Chiarraí agus tacaíocht a thabhairt do trí ionadaíocht shuntasach agus oscailte a chinntiú, a bheidh freagrach as riachtanais pobail agus a chuirfidh forbairt pobail chun cinn.

4. Aidhmeanna a bhaineann le cuimsiú sóisialta a chur isteach le straitéisí, le pleananna agus le polasaithe Údarás Áitiúil Chiarraí.

5. A bheith dírithe ar an gcustaiméir agus luach ar airgead a chinntiú i soláthar agus seachadadh ar sheirbhísí comhtháite d'ardchaighdeán.

6. Na fostaithe ar fad a ghríosadh chun forbartha ionas go mbainfidh siad amach an cumas is fearr atá iontu, chun an méid is mó úsáide a bhaint as na hacmhainní go léir.

7. E-Rialtas a chur chun cinn agus a chur i bhfeidhm agus úsáid Teicneolaíocht an Eolais agus na Cumarsáide a uasmhéadú chun cur le seachadadh agus inrochtaineacht ár gcuid seirbhísí.

8. Acmhainní a chur ar fáil le haghaidh traenála agus forbartha agus sábháilteacht, sláinte agus leas na bhfostaithe go léir a chur chun cinn.

Cumas Inmheánach agus Acmhainní

Ins an bPlean seo tá na príomh bhunluachanna aitheanta againn a léiríonn agus a threoraíonn ár ngníomhaíochtaí. Áirítear iontu seo obair bhuíne, ardchaighdeán iompair agus eitice, agus a bheith meáite ar fheabhas leanúnach a chur ar sheirbhísí. Braitheann conas a éireoidh linn, i seachadadh seirbhísí d'ardchaighdeán agus in aidhmeanna straitéiseacha a chur i gcrích, ar na mbunluachanna seo a neartú.

Gealltanais ar Leith

Tá breis is 1,500 fostaí ag obair d'Údaráis Áitiúla Chiarraí. Táimid meáite, fad is a leanfaidh an Plean seo, ar na hacmhainní riachtanacha a chur ar fáil chun a chinntiú go bhfaigheann fostaithe an traenáil agus an forbairt riachtanach lenár gcuspóirí straitéiseacha a chur i gcrích agus le haghaidh sábháilteacht, sláinte agus leas gach fostaí a chinntiú. Beidh dáileadh na n-acmhainní airgeadais ar aon dul leis na cuspóirí straitéiseacha breactha síos sa Phlean seo chomh maith.

Traenáil agus Forbairt

Tá an pleanáil a déantar ar thraenáil agus forbairt agus na hacmhainní a bhaineann leo, rí-thábhachtach ó thaobh na gcuspóirí straitéiseacha a chur i gcrích, mar aon leis an nasc atá idir an méid sin agus an Plean seo agus na Pleananna Oibriúcháin Rannóige. Le linn Beatha an Phlean Chorparáidigh, déanfaidh Údaráis Áitiúla Chiarraí:

- **Iarracht Feabhas FÁIS a bhaint amach trí Daoine a chreidiúnú.**
  Is é seo an caighdeán náisiúnta d'Fhorbairt Acmhainní Daonna in Éirinn agus bronntar é ar eagraíochtaí a thaispeánann ardchaighdeán feabhais i dtraenáil agus i bhforbairt a chur i bhfeidhm.
- **An Córas Náisiúnta Bainistíochta agus Forbartha Feidhmiúcháin (PMDS) a chur i bhfeidhm.**
  Táimid meáite an PMDS Náisiúnta a chur i bhfeidhm bunaithe ar shoiléireacht rólanna agus dualgas agus ar fhorbairt a dhéanamh ar eolas, ar scileanna agus ar ábaltacht na bhfostaithe go léir. Tá sé seo de réir na riachtanais i "Comhaontú Páirtnéireachta Sóisialta ar Dhul Chun Cinn Inbhuanaithe".
- **Polasaí Údaráis Áitiúla i dtaobh "Foghlaim Oscailte" a chomhéad sa tsiúl**
  Leanfaimid ar aghaidh lenár gclár tacaíochta airgeadais d'fhostaithe atá ag déanamh a thuilleadh staidéir agus a bhfuil forbairt phearsanta agus phroifisiúnta ar bun acu, le níos mó béime ar chláir atá deartha agus dírithe i dtreo is go bhfreastalóidh siad ar riachtanais na nÚdaráis Áitiúla agus na ndaoine aonaracha araon.

Acmhainní Airgeadais

Tá sé riachtanach i gcuspóirí straitéiseacha an Phlean Chorparáidigh go ndéantar dáileadh ar, agus go dtugtar tosaíocht áite d'acmhainní airgeadais. Tá roinnt mhaith acmhainní curtha ar fáil ag Údaráis Áitiúla Chiarraí le haghaidh córas bainistíochta airgeadais nua a chur i bhfeidhm. Cuirfidh níos mó forbartha ar an gcóras seo, chomh maith le rialúchán ar bhuiséadú déabhlóidithe, ar chumas

Cumas Inmheánach agus Acmhainní

Údaráis Áitiúla Chiarraí na costais a théann le soláthar seirbhísí aonaracha a aithint i slí níos soiléire. Cinnteoidh sé seo go ndéanfar acmhainní a dháileadh ar bhonn eolais níos fearr agus de réir na tosaíochtaí aitheanta i bPleananna Bliantúla Oibriúcháin na Rannóige.

Cuirfidh Údaráis Áitiúla Chiarraí cultúr chun cinn áit a bheidh luach ar airgead lárnach i ngníomhaíochtaí laethúla gach Comhairle. Ina theannta san, beidh Údaráis Áitiúla Chiarraí níos éifeachtaí trí bhreis úsáide a bhaint as modhanna leictreonacha agus modhanna eile íocaíochta/admhála d'ár gcustaiméirí.

I dtreo is go gcinnteófar go mbeidh a dhóthain acmhainní ar fáil chun aidhmeanna straitéiseacha an Phlean seo a sheachadadh, bainfidh Údaráis Áitiúla Chiarraí an méid is mó úsáide as foinsí ioncaim atá ann faoi láthair agus luífidh siad le deiseanna nua ioncaim de réir mar a thagann siad chun solais.

Cur i bhFeidhm agus Faireachán

Sé a bheidh i dtréimhse bunaidh de chur i bhfeidhm an Phlean Corparáide ná an Plean a chur go dtí:

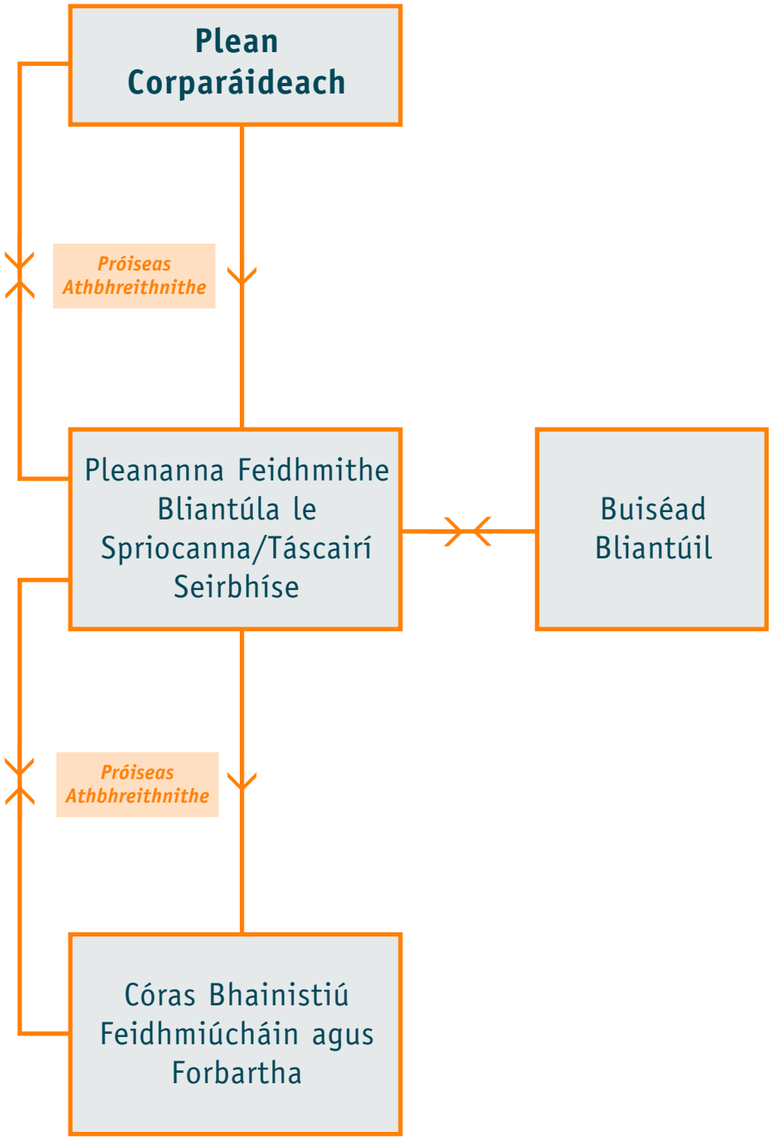
- Gach Ball Tofa agus gach fostaí de Chomhairle Contae Chiarraí
- Gach Ball Tofa agus gach fostaí de Chomhairlí Baile Thrá Lí, Chill Airne agus Lios Tuathaill
- Baill de Bhord Forbartha an Chontae agus dá fho-struchtúir
- An Grúpa Oibre do Bhearta ar Chuimsiú Sóisialta
- Na Fóraim Chontae, Phobail agus Dheonacha
- Baill de na Comhairlí ar Pholasaí Straitéiseach
- Na Comhairlí Contae agus Cathrach ar fad
- An Roinn Comhshaoil, Oidhreachta agus Rialtais Áitiúil

Foilseofar fógra ar fhoilsiúchán an Phlean ins na páipéir nuachta áitiúla agus beidh teacht ar an bPlean ar ár suíomh idirlíne (www.kerrycoco.ie).

Os rud é go mairfidh an Plean thar tréimhse cúig bliana agus go bhfuil cuspóirí d'ardleibhéil ann, is ar bhonn leanúnach a dhéanfar measúnú ar dhul chun cinn le linn an Phlean. Is iad seo a leanas na formáidí le haghaidh monatóireachta agus athbhreithnithe ar dhul chun cinn:-

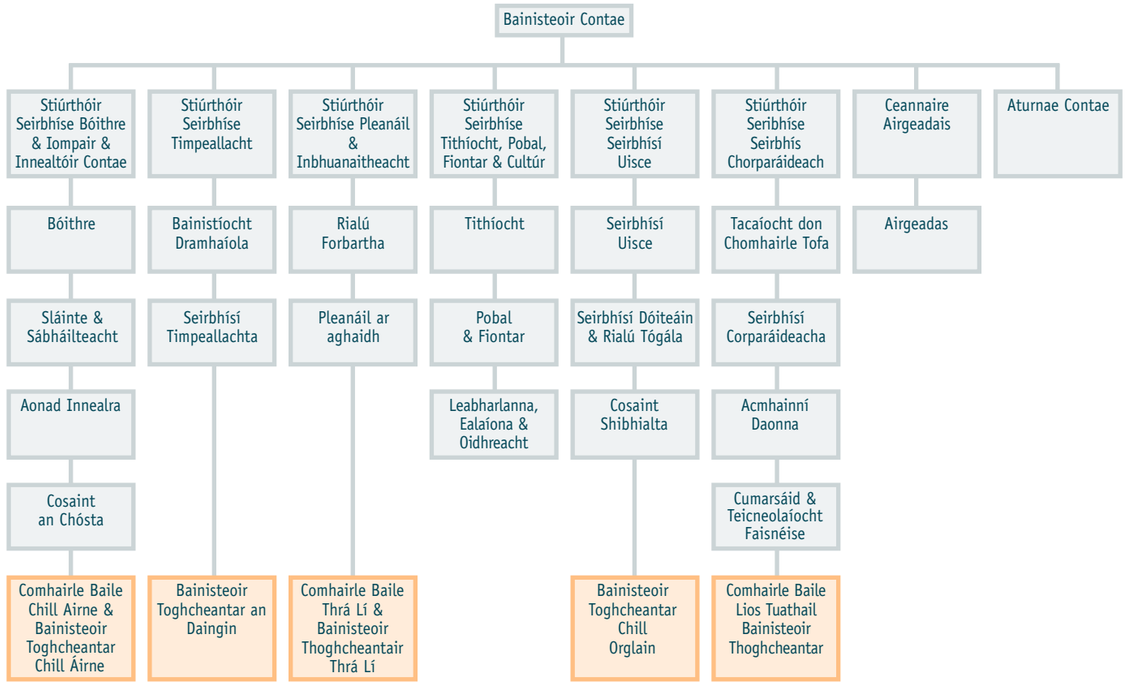
- Déanfar Plean Oibriúcháin Bliantúil do na hÚdaráis Áitiúla a ullmhú, ina mbeidh ar gach Roinn den Chomhairle Contae agus ar na Comhairlí Baile Móir, straitéisí tacaíochta, gníomhaíochtaí agus táscairí seirbhíse a cur i bhfeidhm chun cuspóirí straitéiseacha an Phlean Chorparáidigh a bhaint amach.
- Reachtálfar Pleananna Oibriúchána Bliantúla i gcomhréir le próiséas Buiséid Bliantúil agus gníomhaíocht cheartaitheach má bhíonn gá chun a chinntiú go gcuirfear seachadadh chuspóirí an Phlean Chorparáidigh san áireamh sa phróiseas seo.
- Déanfaidh gach Roinn tomhas agus monatóireacht ar tháscairí seirbhíse agus leibhéil ghníomhaíochta atá aontaithe go náisiúnta agus go háitiúil, chun measúnú a dhéanamh ar dhul chun cinn.
- Cuirfear Córas Bainistíochta agus Forbartha Feidhmiúcháin don bhfoireann i bhfeidhm i dteannta an Phlean Oibriúcháin Bhliantúil.
- Déanfaidh Cruinnithe Bhainisteoirí Rannóige monatóireacht ar dhul chun cinn, agus déanfaidh an Fhoireann Bainistíochta Sinsearaigh athbhreithniú ar bhonn leanúnach air.
- Beidh tagairt don dul chun cinn i dtaobh seachadadh chuspóirí an Phlean Chorparáidigh leagtha amach sa Tuairisc Bhliantiúil ar Dhul Chun Cinn a bheidh mar pháirt den Ráiteas Buiséid, agus sa Ráiteas Bliantúil.

Creatlach Feidhmithe agus Monatóireachta Údarás Áitiúla Chiarraí



- Ullmhaithe taobh istigh de sé mhí ó thoghachán an Chomhairle nua agus curtha os comhair an Chomhairle chun go nglacfar leis.
- Ullmhaithe ar bhonn bliantúil chun éifeacht a thabhairt do chuspóirí straitéiseacha.
- Tuairisc bhliantúil ar dhul chun cinn curtha os comhair na Comhairle.
- Spriocanna Rannóige/Foirne/an Duine Aonair, aontaithe ag leibhéal Rannóige le gach fostaí a léireoidh gníomhartha sa Phlean Feidhmiúcháin Bliantúil.

Aguisín I
Structúr Eagrúcháin Údaráis Áitiúla Chiarraí

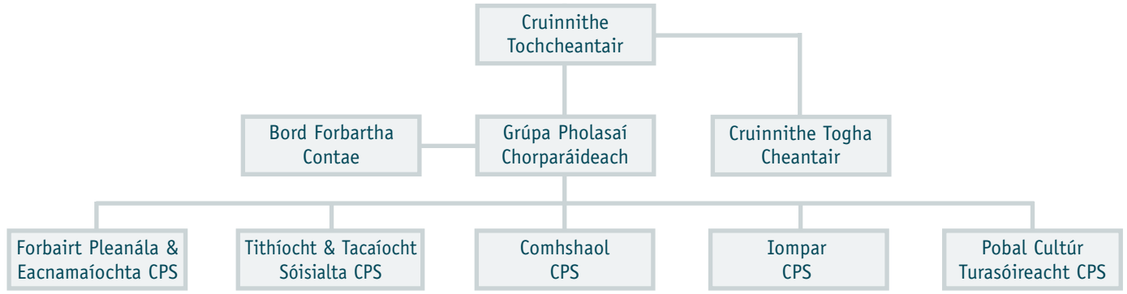


Aguisín II Proiséas Comhairliúcháin

D'eisigh An Roinn Comhshaoil, Oidhreachta agus Rialtais Áitiúil treoirlínte go dtí Údaráis Áitiúla i mí Iúil 2004 ar ullmhúchán an phlean. Ordaíonn na Treoirlínte go gcaithfidh an Plean Corparáideach "a bheith ullmhaithe ar bhonn pháirtnéireachta agus follasachta le páirtithe leasmhara inmheánaigh agus seachtracha araon san áireamh". De réir an riachtanais seo cuireadh comhairle ar na páirtithe leasmhara seo a leanas i rith ullmhúcháin an Phlean:-

- Foireann Bainistíochta Sinsir
- Grúpa ar Pholasaí Corparáideach
- Coistí ar Pholasaí Straitéiseach
- Coiste Páirtnéireachta Údaráis Áitiúla Chiarraí
- Board Forbartha Contae
- Fóram Pobail agus Deonach
- Baill den Mheitheal Oibre um Cuimsiú Sóisialta
- Foireann Fhorfheidhmithe Limistéir (Mear – Trá Lí)
- Coiste Páirtnéireachta Spórt Áitiúil
- Foireann sinsear/Ceannairí Rannóige
- Foireann eile (Foireann Limistéir agus Comhairlí Baile)
- Curtha suas ar an suíomh idirlín (Iarradh ar an bhfoireann aighneachtaí a dhéanamh)
- Baill tofa de Chomhairlí Baile Thrá Lí, Chill Airne agus Lios Tuathail

Aguisín III
Struchtúr na Comhairle



GPC - Is coiste den Chomhairle é an GPC ar nós CPS. Tá Méara an Chontae mar bhall chomh maith leis an gcúig Cathaoirleach ar na CPS'anna. Déanann an GPS comhordú ar obair an CPS agus déanann siad monatóireacht ar a gclár oibre.
Is féidir leis inchur a sholáthar don Chomhairle ar fad ar aon ní ar bith faoi chúrsaí ginearálta a bhaineann leis an gComhairle as a stuaim féin nó mar thoradh ar iarratas ón gComhairle.
Imríonn sé ról lárnach in ullmhú an bhuiséid agus déanann sé monatóireacht ar fheidhmiú iomlán an Údaráis Áitiúil.

CPS - Is é gnó na gCoistí Polasaí Straitéise, mar choistí den Chomhairle, comhairle agus cabhair a thabhairt i gcruthú agus i bhforbairt polasaí. Tá súil ag an gcóras CPS deis a thabhairt do Comhairleoirí agus do dhaoine go bhfuil suim acu ó na hearnálacha éagsúla páirt iomlán a ghlacadh ins an bpróiseas déanta polasaithe ó thús. Fanann an Comhairle mar údarás a thógann cinntí agus cuirtear na polasaithe ó CPS i láthair na Comhairle iomlán chun go nglacfar leo.

Aguisín IV
Ballraíocht na gCoistí Polasaí Straitéise

1) CPS Iompar

Comhairleoirí

Cllr. Michael O'Shea (Cath)
Cllr. Michael Connor-Scarteen
Cllr. Pat Leahy
Cllr. Ann McEllistrim
Cllr. Ned O'Sullivan
Cllr. Johnny Wall (Ionadaí Comhairle Baile)

Ionadaíocht ó ranna seachtracha

Hilary Scanlan (Pobal/Deonach)
Tom Murphy (Ceardchumann)
Denis O'Carroll (Talamh/Feirmeoireacht)

2) SPC Comhshaoil

Comhairleoirí	Ionadaíocht ó ranna seachtracha
Cllr. Johnny P O'Connor (Cath)	Paudie Casey (Pobal/Deonach)
Cllr. Bobby O'Connell	Pat Everett (Comhshaol/Caomhnú)
Cllr. Breandan MacGearailt	Donnacha Galvin (Forbairt/Tógáil)
Cllr. Michael Gleeson	Conor Creedon (Talamh/Feirmeoireacht)
Cllr. Tom Fleming	
Cllr. Denis Stack (Ionadaí Chomhairle Baile Lios Tuathail)	

3) CPS Pleanáil agus Eacnamaíocht Forbairt

Comhairleoirí	Ionadaíocht ó ranna seachtracha
Cllr. Brendan Cronin (Cath)	CatherineMcMullen(Comhshaol/Caomhnú)
Cllr. John Brassil	Patrick J. Cronin (Ceardchumann)
Cllr. Michael Healy-Rae	Flor McCarthy (Talamh/Feirmeoireacht)
Cllr. Seamus Fitzgerald	
Cllr. Terry O'Brien	
Cllr. Ted Fitzgerald	
Cllr. Brian O'Leary (Ionadaí Chomhairle Baile Chill Airne)	

4) Housing and Social Support SPC

Comhairleoirí	Ionadaíocht ó ranna seachtracha
Cllr. Danny Healy Rae (Cath)	Karen Gearon (Pobal/Deonach)
Cllr. Tim Buckley	Eileen Mayse (Pobal/Deonach)
Cllr. Michael Cahill	Cáit O'Coileáin (Pobal/Deonach)
Cllr. Toiréasa Ferris	Martin Walsh (Forbairt/Tógáil)
Cllr. Colin Miller	
Cllr. Paul O'Donoghue	
Cllr Karen Tobin (Ionadaí Chomhairle Baile Thrá Lí)	
Cllr. Tom Walsh (Ionadaí Chomhairle Baile Lios Tuathail)	

5) CPS Pobal, Cultúr agus Turasóireacht

Comhairleoirí	Ionadaíocht ó ranna seachtracha
Cllr. Robert Beasley (Cath)	Mairead Lynch (Pobal/Deonach)
Cllr. Liam Purtill	Michelle O'Mahony (Pobal/Deonach)
Cllr. Norma Foley	Andrew McCarthy (Ceardchumann)
Cllr. Thomas Sheahan	
Cllr. Pat McCarthy	
Cllr. Niall O'Callaghan (Ionadaí Chomhairle Baile Chill Airne)	

Aguisín V
Seirbhísí Soláthraithe ag an Ceithre Údarás Áitiúil

Soláthraíonn an ceithre Údarás Áitiúil réimse fairsing seirbhísí a dhíríonn ar riachtanais an phobail agus ar shaol na ndaoine a fheabhsú. Tá liosta de na seirbhísí a sholáthraítear leagtha amach anseo thíos:-

Ealaíona, Cultúr agus Oidhreacht

- Seirbhísí Seandálaíochta
- Tacaíocht do na hEalaíona
- Seirbhísí Oidhreachta
- Úsáid na Gaeilge a chur chun cinn
- Seirbhísí Leabharlainne a sholáthar

Rialú Tógála agus Seirbhísí Dóiteáin

- Seirbhís Dóiteáin agus Éigeandála a sholáthar don Chontae
- Iniúchaidh Sábháilteachta Dóiteáin chun ceadúnais a eisiúint do fhoirgnimh faoin Acht Seirbhísí Dóiteáin
- Ceadúnais Peitriliaim a eisiúint d'asraonta miondíolta agus d'iostaí faoi Acht na Substaintí Dainséaracha
- Cigireacht a dhéanamh ar fhoirgnimh chun a bheith ar aon dul leis na Rialacháin Foirgníochta

Pobal agus Fiontar

Tugann an Rannóg Pobail agus Fiontair tacaíocht don Bhord Forbartha Contae agus d'fhorbairt polasaithe agus tionscnamh le fócas ar chuimsiú sóisialta agus fiontar do Chomhairle Contae Chiarraí agus d'Údaráis Áitiúla Chiarraí eile

Seirbhísí Corparáideacha

- Seirbhísí tacaíochta a sholáthar don Chomhairle Tofa agus dá chruinnithe
- Díolúine/Clár na dToghthóirí
- Deontais Ardoideachais
- Na Nuachtáin/Cumarsáid
- Sláinte, Sábháilteacht/Árachas agus Rialú Priacail
- Cróinéirí
- Tithe Cúirte

Seirbhísí Comhshaoil

- Áiseanna Inghlacachta a sholáthar, a chothabháil agus a rith
- Áiseanna Athchursála a sholáthar, a chothabháil agus a rith
- Seirbhís Bailiúchán Bruscair a rith
- Drámhaíol a rialú agus a fheidhmiú
- Rialú ar Thruailliú
- Cúrsaí Fuinnimh
- Feasacht Chomhshaoil agus Oideachas
- Crios Cósta a bhainistiú
- Seirbhísí Tréadliachta

An Rannóg Airgeadais

- Forbairt agus cothabháil ar chórais agus ar mhodhanna rialaithe buiséid, ar eolas bainistíochta agus ar éifeachtúlacht chostais go ginearálta.
- An chuntasaíocht reachtúil agus airgeadais ar fad a rialú agus a mhaoirsiú, infheistíochtaí agus iasachtaí, bainistíocht airgeadais

fhadtéarmach agus ghearrtéarmach agus teacht isteach a chinntiú agus caiteachas iomlán a rialú.
- Córais tástála sásúla agus córais iniúchta inmheánaigh a bhunú agus a chothabháil.

Tithíocht agus Tacaíocht Sóisialta

- Tithíocht Údarás Áitiúil a sholáthar
- Iasachtaí Tithíochta, Deontais Úinéireacht Roinnte
- Cothabháil Tithíochta
- Cóiríocht don Lucht Taistil
- Seirbhísí do Dhaoine gan Dídean
- Láithreáin Dearóil

Rannóg na nAcmhainní Daonna

- Earcaíocht agus Roghnú
- Riarachán Pearsanra
- Caidrimh Thionsclaíochta
- Cur i bhFeidhm/Forbairt pholasaí
- Oiliúint agus Forbairt Foirne
- Leas Foirne

Clós agus Stórtha Innealra

- Ceannach agus Cothabháil cabhlach an Chomhairle
- Ag socrú iasacht na bhfeithiclí agus an trealaimh de réir mar is gá
- Rialú Stoic

An Rannóg Mótarchánachais

- Ceadúnais fheithicle a eisiúint
- Ceadúnais Tiomána a eisiúint

An Rannóg Pleanála

- **Forbairt agus Rialú Pleanála**
- **Pleanáil ar aghaidh**
- **Pleananna a chur i bhFeidhm**

An Rannóg Ioncaim

- Muirear Uisce agus Séarachais/Bailiúchán
- Rátaí a bhailiú
- Cuntais Bruscair agus Cuntais Tarscaoilte

Bóithre agus Iompar

- Pleanáil, dearadh agus cur i bhfeidhm na n-oibreacha feabhsúcháin ar na Príomhbhóithre náisiúnta agus na bóithre náisiúnta den dara grád i gCiarraí
- Cothabháil agus feabhas a chur ar an ngréasán bóithre
- Soilsiú Poiblí
- Oibreacha ar chéanna agus ar Chuanta
- Oibreacha ar an gCósta a chosaint
- Corrthrádáil
- Scéimeanna Athbheochan Baile agus Cathrach

Seirbhísí Uisce

- Na Scéimeanna Soláthar Uisce Poiblí a fheidhmiú a chothú agus a fhorbairt
- Na Scéimeanna Fuíolluisce Poiblí a fheidhmiú a chothú agus a fhorbairt
- An Clár Uisce Tuaithe a riaradh
- Na hIonaid Adhlactha a fhorbairt, a bhainistiú agus a chothú
- Leithris Phoiblí a sholáthar, a rith agus a chothú

Notes/Notaí

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2005-2009